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## SECOND ANNUAL REPORT

OF THE

# LOUISIANA PURCHASE EXPOSITION COMPANY

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Submitted by the President to the Subscribers to the  
Capital Stock, at the Annual Meeting,  
March 3, 1903.

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St. Louis, Mo., 1903.



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*To the Stockholders:*

The 30th of April, 1903, will be the one hundredth anniversary of the Purchase of Louisiana Territory. In commemoration of the centennial, the grounds and buildings of the Louisiana Purchase Exposition will be dedicated on that date.

Two years ago to-day, Congress, with the approval of the President, provided for this "international exhibition of arts, industries, manufactures, and the products of the soil, mine, forest and sea." In the twenty-four months since March 3, 1901, organization has been accomplished, plans have been perfected, site has been prepared, buildings have been constructed, exhibits have been secured, participation by other nations and by states and territories of this country has been assured. In brief a Universal Exposition is being created. The Act of Congress declared "such an exhibition should be of a national and international character so that not only the people of that territory, but of our union and of all nations as well, can participate."

The past year has been marked by most gratifying results in respect to foreign participation. Since the preceding annual report to stockholders of this company, the acceptances of seventeen foreign countries have been received in response to the invitation extended by the President of the United States to participate in the Louisiana Purchase Exposition; favorable replies have been received from twenty-seven countries in all. These

are from Argentine, Bolivia, Brazil, Belgium, Ceylon, China, Costa Rica, Chili, Canada, Cuba, France, Great Britain, Germany, Guadaloupe, Greece, Guatemala, Ecuador, Japan, Corea, Mexico, Morocco, Nicaragua, Paraguay, Persia, Peru, Siam and Salvador. Strong intimations have been received that ten or twelve countries additional will within a short time notify this government of their acceptances. The Commissioners of Mexico, Canada, Japan, France, Germany and several other countries have visited St. Louis and have selected sites for buildings.

While official participation has not yet been announced by Italy, Austria-Hungary, Norway and Sweden, The Netherlands, Switzerland, Denmark, Spain and Portugal, artists, manufacturers and other citizens of these countries are manifesting great interest and are expressing the intention to exhibit. Commercial and manufacturing organizations in all parts of the world have taken action in favor of participation.

With two exceptions, every country on the Western Hemisphere has accepted the invitation and has announced official participation. The exceptions are Venezuela and Colombia, from which have been received promises of favorable action as soon as the state of war has passed. Honduras, the legislative body of which will meet the coming spring, is pledged to make favorable reply.

From the Orient have been received assurances of participation beyond precedent. Commissioners are now in the West Indies and South Africa to extend invitations to various colonies.

The Sundry Civil Act of Congress, approved June 28, 1902, authorized postponement of the Exposition from 1903 to 1904. It provided that the dedication of the buildings shall take place not later than the 30th of April, 1903, and that the Exposition shall be open to visitors not later than the first of May, 1904. This action of Congress was practically unanimous. It was taken on an assurance from sixty-two directors of the Company that it would be acceptable. The President of the Company addressed the following telegram to the President of the National Commission:

St. Louis, May 1st, 1902.

Thomas H. Carter, Washington, D. C.

"In view of the conditions to which you call attention, and in the light of all the facts within the knowledge of this Company, it is now very clear that, while the buildings can be completed within the time limit, the respective States and Territories and both foreign and domestic exhibitors cannot within the present time limit, construct the necessary buildings and install exhibits upon a scale commensurate with their desires and the magnitude of the Exposition enterprise. The scope of the Exposition is enlarging from day to day. We are in continuous receipt of expressions from remote countries manifesting desires to participate in the Exposition if more time can be had for preparation. We feel that no effort should be spared to fully meet the expectations of this and other countries as to the character of this Exposition, and that it should in every

respect be worthy of the great event which it is held to commemorate. We can use one additional year of preparation to great advantage.

It is therefore, in the judgment of the Company, desirable that the time for opening the Exposition be extended one year, if such course meets the approval of the Government, and I am authorized by the Executive Committee to request that you present these conclusions to the President and to the Secretary of State for transmission to Congress.

(Signed)

DAVID R. FRANCIS, President.

Accompanying this was the following expression of approval signed by the directors: "We recognize the urgency of the situation and the propriety of immediate action. We herewith express our approval of the message of President Francis, which has been authorized by the Executive Committee."

On the 1st of July, President Roosevelt issued a message announcing the postponement.

In the Act authorizing postponement, Congress gave further evidence of the Government's interest in the Exposition by the following appropriations:

Government exhibits.....	\$800,000.00
Indian exhibit.....	40,000.00
Life Saving Service.....	8,000.00
Increase for Government Building.....	200,000.00

In the present session of Congress provision has been made for participation of Alaska and Indian Territory and for an exhibit by the Agricultural Experiment Stations. Appropriations by the Government to the Louisiana Purchase Exposition now aggregate about \$6,500,000.00.

During the year just closed the Board of Directors has lost one member by death, Isaac W. Schwab, and three members by resignation, M. E. Ingalls, of Cincinnati; J. J. Turner, of Pittsburg and Edward S. Orr, of St. Louis.

Since the organization of the Board of Directors there have been nine changes, four occasioned by death and five by resignation.

The vacancies which occurred during the past year were filled by the election of H. I. Miller, Rolla Wells, F. D. Hirschberg and W. M. Greene.

The Board of Directors, as now classified by three years' terms, is as follows:

## TERMS EXPIRING 1903.

D. R. FRANCIS.	CHARLES W. KNAPP.
W. F. BOYLE.	PAUL BROWN.
JAMES G. BUTLER.	JAMES F. COYLE.
S. M. DODD.	R. B. DULA.
S. M. FELTON.	NORRIS B. GREGG.
W. T. HAARSTICK.	WALKER HILL.
ROLLA WELLS.	S. M. KENNARD.
THOMAS H. McKITTRICK.	F. G. NIEDRINGHAUS.
JOSEPH RAMSEY, JR.	DAVID RANKEN, JR.
F. D. HIRSCHBERG.	JOHN SCULLIN.
SAMUEL SPENCER.	J. E. SMITH.
J. C. VAN BLARCOM.	CHARLES A. STIX.
C. G. WARNER.	JULIUS S. WALSH.
CHARLES F. WENNEKER.	W. B. WELLS.
A. A. B. WOERHEIDE.	EDWARDS WHITAKER.
CORWIN H. SPENCER.	

## TERMS EXPIRING 1904.

PIERRE CHOUTEAU.	W. M. GREENE.
JOHN SCHROERS.	H. CLAY PIERCE.
NICHOLAS M. BELL.	R. M. SCRUGGS.
A. D. BROWN.	W. B. STEVENS.
JAMES CAMPBELL.	FESTUS J. WADE.
GEORGE T. CRAM.	B. F. YOAKUM.
NATHAN FRANK.	A. B. HART.
W. C. STEIGERS.	GOODMAN KING.
C. F. BLANKE.	J. J. LAWRENCE.
GEORGE WARREN BROWN.	D. C. NUGENT.
MURRAY CARLETON.	GEORGE W. PARKER.
GEORGE L. EDWARDS.	CLARK H. SAMPSON.
I. S. MORTON.	A. L. SHAPLEIGH.
JOHN A. HOLMES.	CHARLES H. TURNER.
W. J. KINSELLA.	C. P. WALBRIDGE.
J. W. McDONALD.	

## TERMS EXPIRING 1905.

WILLIAM H. THOMPSON.	D. M. Houser.
JAMES L. BLAIR.	F. E. MARSHALL.
A. A. ALLEN.	SETH W. COBB.
ADOLPHUS BUSCH.	ALEXANDER N. DE MENIL.
JOHN D. DAVIS.	HARRISON I. DRUMMOND.
L. D. DOZIER.	A. H. FREDERICK.
HOWARD ELLIOTT.	C. H. HUTTIG.
AUGUST GEHNER.	WM. H. LEE.
BRECKINRIDGE JONES.	W. F. NOLKER.
WM. J. LEMP.	JONATHAN RICE.
C. F. G. MEYER.	H. W. STEINBISS.
JULIUS J. SCHOTTEN.	H. I. MILLER.
R. H. STOCKTON.	W. H. WOODWARD.
J. J. WERTHEIMER.	GEORGE J. TANSEY.
GEORGE M. WRIGHT.	GEORGE D. MARKHAM.
F. W. LEHMANN.	

One year ago physical work had begun and some progress had been made upon the drainage system and grading of the site. Two contracts for buildings had been awarded and beginnings had been made upon foundations for them. The annual report of the Director of Works shows that the physical progress during the twelve months just closed has been most satisfactory. Contracts for the nine exhibit buildings forming the main picture of the Fair were let. The nine buildings are:

Art Palace.  
Liberal Arts Building.  
Education and Social Economy Building.  
Manufactures Building.  
Mines and Metallurgy Building.  
Electricity Building.  
Varied Industries Building.  
Machinery Building.  
Transportation Building.

The most extended contract in point of time is for the Art Building which must be finished by November 1, 1903.

The last contract let, that for the Transportation Building, requires completion by September 1, 1903.

The Varied Industries, Electricity, Education and Social Economy Buildings are practically finished. They could be made ready for installation of exhibits in a few days if it was necessary.

The Machinery Building is 70% finished.

The Liberal Arts Building, in which the Dedication Ceremonies will be held on April 30th, and the Saengerfest in June, is being pushed to completion and has already received much of the staff covering. Good progress has been made upon the Manufactures Building, Mines and Metallurgy Building and the Transportation Building.

The grading and general shaping of the entire Art Hill on which the Cascades will be built, has been let and will be finished early in the present spring. The contract for the two restaurant buildings on Art Hill, and the peristyle and the screen between the restaurant buildings and Festival Hall have been let and are to be finished during the summer.

The constructive parts of the three grand Cascades have been put under construction to be finished during the summer.

Drawings and specifications for the Agricultural Building have been placed in the hands of the bidders. Drawings for the Horticulture Building are well under way and will be given to bidders in a few days.

The site for the Fish, Game and Forestry Building has been selected, being the ground immediately west of the site donated to the French Government. This building will be designed in company with the importance of the display contemplated and to be placed in it. It completes the last of main exhibit structures.

Further details of the progress made by the Division of Works are given in the annual report of the Director:

It may not be amiss to state that as the buildings progress and near completion, that the expectations of those concerned, to have structures that will surpass all efforts of the past, will be happily realized.

The United States Government has placed under contract its beautiful building, and this will be placed at the extreme eastern end of the main picture of the Fair.

In regard to the expenditure of moneys on these buildings, I have to report that a saving in amounts originally contemplated is still being kept up, as the Transportation Building, (the last one put under contract shows a saving of some \$100,000 between the contract price and the apportionment for cost).

We have entered into contract with the American Bridge Company for a power house in which a magnificent display of boilers and apparatus will be placed to supply power for the entire Exposition. This Boiler House will be thoroughly fire proof, and will be built of steel skeleton construction with heavy staff and concrete walls.

To facilitate matters and to provide for the power and lighting which is now needed upon the grounds, we have let a contract for a Temporary Boiler House to be finished within the next four weeks. In this Temporary Boiler House will be placed boilers, engines and generators to furnish sufficient electrical energy to supply a portion of the pre-Exposition period.

We have also entered into contract for the erection of a Pump House to be placed over the sewerage pumps on the Avenue immediately west of the Mines and Metallurgy Building. As this Pump House is in a very prominent place, the architecture is of a festive nature, in keeping with the structures immediately adjoining same. We have also let a house corresponding in style and architecture with the Pump House, this second house to be placed south of the Pump on the main boulevard.

We have also entered into contract with Henry R. Worthington to supply the Exposition with twelve large pumps to be used exclusively for fire purposes.

Two pumps corresponding in size with the above will be supplied by Mr. Worthington, free of charge, the same being considered as an exhibit.

We have also closed contract with the Westinghouse Electric Manufacturing Company for all transformers, rotaries and motors that will be used in and about the power transmission upon the World's Fair Site.

The three Fire Engine houses have been finished and are now occupied by full engine crews and fire apparatus.

The work on the buildings constituting the Washington University group has been progressing well.

The building for Congresses, the Physics Building, the Dormitory No. 2, and the Physical Culture Building with its grounds, are all fast assuming a finished state.

The former Chief of Department of Sculpture has resigned, and a new chief has been appointed to fill that position. The new chief has submitted his scheme and is now working on the distribution of the sculpture and forming his apportionments to the different artists, all to be submitted to the Executive Committee.

The sites for several Foreign Governments have been assigned.

The great German Empire has been assigned a site on the hill south of the Mines and Metallurgy Building. Several other Foreign Governments are now making arrangements to visit our City to locate in a definite manner the positions of their buildings. The French Government has submitted a general layout plan, indicating the scheme for the treatment of the site donated to it. This shows a beautiful treatment and when considered as a whole, far superior to anything that has been produced before by the French Government in an International Exposition.

I have been informed by the Commissioner from the Republic of Mexico, that he will begin the construction of the building for the Mexican Government within the next two weeks.

A site for the Japanese Government has been definitely determined upon. This site is on the slope of the hill immediately south of the Power House. It was viewed in a most thorough manner by the Commissioner General from the Government of Japan and found entirely satisfactory to that gentleman.

Drawings and specifications for all of the domestic water supply and gas supply for the site have been made, and bids for this work will be submitted in the near future.

Drawings for the Intramural Railway system have been prepared, so far as the general route and extent of same is concerned.

The Building Committee has ordered the inclosing of the entire World's Fair Site included within the limits of Forest Park with a substantial fence, with appropriate entrances; this work will be done in the near future.

Tree planting has been going ahead with vigor. At the present time the planting of the large trees bordering the principal avenues is practically finished.

There are at the present time forty-five firemen on the grounds and thirty-five Jefferson Guards. All of these men practice daily in fire drill. There are at the present time 18,000 running feet of high pressure fire pipe laid in five of the buildings. There will be thirty-five miles of pipe laid in the site and in the buildings for fire prevention, when the contracts for this work are completed. We also have besides the three new Engine Houses mentioned above, two large temporary Engine Houses, equipped and occupied. Contracts have been entered into for the supply of all Babcock Fire Extinguishers required, and for two-wheel chemical hand fire engines, and in connection with this contract the contractor agrees to supply, free of cost, a complete equipment for a Fire Engine House, comprising one first-class new, 1,000-gallon capacity, steam fire engine; one 90-foot extension aerial truck of the latest pattern, and one steam propelled chemical hose wagon, complete. It is the intention of the contractor to make this equipment the very best that can possibly be built. This is for the use of the Fair during pre-Exposition and Exposition period, free of cost.

There are five and one-half miles of water pipe for domestic service, laid in the grounds outside of the buildings, and there are five miles of pipe, for similar use, laid inside of the buildings.

There are at the present time nearly three miles of macadam and telford roads completed upon the site, and three miles additional are now laid out and ready for immediate construction.

There are now on the grounds in operation and under construction, ten and one-half miles of railroad tracks and there are nine miles additional now laid out.

Considerable work has been done by the Electrical Department in the Division of Works.

Numerous lights have been placed upon the site.

The wiring in several of the buildings has been pushed forward and is now in a satisfactory condition.

Some 53,000 feet of iron wire has been installed for fire alarm service and signal service upon the grounds.

Approximately 6,000 feet of wire has been erected for temporary power lines.

Approximately 68,785 feet of wooden conduit has been installed on the Exposition grounds, ready for lead-covered cables. This makes a total of 120,000 feet now installed. A great quantity of materials for the installation of the electrical and power plants have arrived and have been properly stored in the store-room on the Site.

Twenty-five states and territories have made appropriations to date, aggregating \$2,362,500. In addition to this, the sum of \$1,470,500 is being raised from other sources in these and other states.

Bills are pending in the Legislatures of twenty-eight states and territories as follows:

Alabama, \_\_\_\_\_

Arkansas, \$70,000, supplementary.

California, \$150,000.

Colorado, \$200,000, supplementary.

Connecticut, \$100,000 and \$2,000 additional for Fish exhibit.

Delaware, \$20,000.

Indiana, \$150,000.

Kansas, \$125,000, supplementary.

Maine, \$50,000.

Massachusetts, \$100,000.

Michigan, \$100,000.

Montana, \$35,000.

Nebraska, \$75,000.

North Carolina, \$50,000.

North Dakota, \$50,000.

New Hampshire, \$50,000.

New York, \$200,000, supplementary.

Oklahoma Territory, \$30,000, supplementary.

Rhode Island, \_\_\_\_\_

South Carolina, \$50,000, supplementary.

South Dakota, \$50,000.

Tennessee, \$50,000.

Texas, \$200,000.

Utah, \$50,000.

Washington, \_\_\_\_\_

Wisconsin, \$200,000, supplementary.

Wyoming, \$25,000.

Minnesota, \$100,000, supplementary.

Where no figures are given the amount to be appropriated is left blank in the bill.

The organization of the Division of Exhibits undertaken in the closing months of the year 1901, has been substantially effected during the past year. Chiefs of ten of the fifteen Divisions were chosen, most of them early in the year and their work is now well advanced. The Chiefs for the Departments of Education and Art were selected in 1901. Of the remaining Departments, that of Forestry is under the present direction of an Honorary Chief and the Chief of the Department of Fish and Game. The Departments of Anthropology and Physical Culture will be organized at the proper time. Of the work of his Division, the Director of Exhibits reports:

The method of exploitation adopted has been (1), correspondence; (2), distribution of information by pamphlets, circulars and forms, and through the trade and technical press, and (3), personal negotiation. Interviews have been had by representatives of the Division either in Saint Louis or at other points with the controlling representatives of many of the great manufacturing and producing as well as other interests of the country and of Europe. In addition to this the chiefs of the various departments and special representatives of the Division have appeared before bodies representing the leading industries and activities of the country and addressed them in convention, securing the passage of resolutions endorsing the Exposition and promising effective participation. Eighty of such assemblages were addressed in this manner during 1902. The chief of the Department of Art has spent the last half of the year in Europe and is there, at present, perfecting arrangements for the foreign art exhibits. A representative of the Department of Machinery also visited Europe during the latter months of the year and is still there in the interest of the Division and the Exposition.

The result of this exploitation has been to develop a wide-spread and active cognizance of the Exposition and its importance among the material and educational interests of the world. Particularly has this condition become manifest during the last months of the year—which have been productive of most gratifying results in almost every department of the Division—a fact which bears a significant suggestion as to the yield which will follow upon the work of the division yet to come. The requisitions for exhibit space from the industrial, and other interests of this country in all lines of activity already on file in the various departments of the Division, or immediately forthcoming, are almost sufficient to cover all of the space available for domestic exhibits. Of the twenty-seven foreign nations which have officially expressed their desire to participate in the Exposition, the more important, notably, England, France, Germany, China, Japan and Mexico have made requisition or expressed their intention so to do, covering extensive sections of exhibit space—for greater areas by far, indeed, in certain cases, than we shall be able to award. Altogether the situation in this connection bears definite assurance that we shall be able, in 1904, to present to the public, properly disposed in the exhibit palaces of the Exposition, the most comprehensive and interesting array of the evidences of human activity and progress ever assembled for the inspection of the world.

Four foreign nations of the first importance—France, Germany, Mexico, and Canada, have honored the Exposition and this Division by the presence here, at separate intervals during the year, of special Commissioners, or Commissioners General, officially sent to bear greetings of good will and to make inquiries and investigations, preparatory for the representative participation of these nations in the Exposition.

Plans for the installation of exhibits in the various buildings are well under way—virtually complete in fact, in so far as plans of the buildings themselves have been received from the Division of Works. The floor space of each building has been carefully reviewed, set apart into exhibit areas and penetrated by aisles in a manner best adapted to secure the most desirable presentation of exhibits in detail and as a whole.

This work and the general work of the Division was not materially affected by the changes made in the original number and allotment of the buildings just previous to the close of the year. What inconvenience was suffered has now been quite overcome and the work of the departments concerned is proceeding with little evidence of the diversion.

Rules governing the awards to be made for exhibits were formulated and promulgated during the year as also rules governing the contests of the aeronautic tournament. Each of these important sets of regulations have met with the general approval and expert endorsement accorded the Classification of the Exposition.

In regard to the aeronautic tournament, I am able to state that developments and progress along this line promise even a greater success to this most significant and characterizing feature of the Exposition than originally contemplated. The year 1904, the Louisiana Purchase Exposition and the city of Saint Louis, will be marked by these competitions in the interest, memory and history of the world.

Attention has also been given during the year to the question of customs, regulations and other important details in relation to the admission of foreign exhibits, and the legal protection of same while in this country, such as a series of labels for the proper direction of these exhibits to the Exposition grounds and their prompt disposition into the proper buildings and localities, upon arrival; the protection of patented and copyright articles during their presence at the Exposition here, etc. Some of these arrangements have been perfected. Others are pending but will be completed shortly to the satisfaction of all concerned.

A special work to which the Division has directed its attention during the year has been to secure, on an exhibit basis, important items of service for the Exposition during the constructive and open period, and especially to provide on the same conditions, important units of power for the Exposition and pre-Exposition power plants. The success of the efforts of the Division in this significant undertaking has been marked and most gratifying, offerings of exhibits to furnish virtually all of the principal service and power items required having been received or pledged—a situation which constitutes an available extraordinary advantage to the Exposition. In this connection, it may also be stated that the Division, in co-operation with the Committee on Refrigeration, has secured offerings, as exhibits, of machinery sufficient to provide all of the refrigeration that may be required during the Exposition. I feel that the Exposition management may be congratulated upon these special arrangements, in consideration of the large economies they should insure (extending into the hundreds of thousands of dollars) and particularly in view of the fact that this Exposition has the distinction of being the first to secure such valuable concessions of power and machinery on an exhibit basis—all previous expositions having been obliged to pay outright for such services and material.

During the last month of the year, the preliminary organization of a most important adjunct to the Exposition, and to the work of this division was perfected. This was the creation of an Advisory Board to serve in connection with the formation and assembling of the International Congresses, and the appointment of a Director of Congresses. The gentlemen selected for this Advisory Board are leading citizens and educators of the United States, and their work will consist of aiding the Division to create what might be termed the academic accompaniment of the Exposition. The value and importance of these International Congresses cannot be over estimated. They will constitute the intellectual confirmation of the Physical expressions of progress manifested in the various aspects of the Exposition—and will be a fitting crown, a satisfying consummation of a work that is to so fully exemplify and signally mark the most advanced epoch in the evolution of mankind.

The Bureau of Music, another leading auxiliary of the work of the Division which is to provide and supervise an essential element of the Exposition was also organized during the year.

The third quadrennial festival of the modern Olympic Games will be celebrated in the United States in 1904. The point officially selected for the conduct of this great international tournament by the International Committee in charge is Chicago, and extensive preparations have been in progress in that city during the past two years for the conduct of this renowned athletic festival. It has recently been undertaken to secure the transfer of these games from Chicago to Saint Louis, so that they may be held in connection with the Exposition and as a feature of the Department of Physical Culture of this Division. At present, negotiations in this

interesting and important connection are pending, but indications point to an early decision by the International Committee in favor of Saint Louis. Should this develop to be the case, the Exposition and the city will have achieved a remarkable victory in international consideration, a most notable concession and mark of favor from the public and press of Chicago, and the honor of being the theatre of the first celebration of the Olympic Games on new world soil. In this event, the athletic activities and interests of all the leading nations of the earth will be centered in Saint Louis in 1904.

The Division of Concessions and Admissions has been organized in the past year and has made most satisfactory progress, especially in the negotiations of concessions. It has been the plan of the Division to include some of the successful attractions of other Expositions and to obtain as many novel features as possible. Amusement concessions which have been receiving favorable consideration nearly all require large amounts of capital to build and install, and for a long time applicants found that subscriptions to the stock in their proposed companies came slowly. The Director of Concessions says in his report:

The Committee on Concessions and your Director have encouraged those whose applications were favored in every proper and legitimate way, and I am glad to say that during the past few weeks a number of applicants have announced themselves as being financially ready. Other prospective concessionaires have asked for further time to arrange for necessary funds to install their attractions, but these all report good progress, and I believe will soon have the necessary capital to obtain contracts from the Exposition.

Contracts have been made for the photographic concession, which includes moving pictures and the View Book; for mailing cards and stationery, and a number of pre-Exposition concessions have been granted, and others are being negotiated and arranged for, particularly with a view to the period of the Dedication Ceremonies.

In connection with the Legal Department we have given very close attention to the printed part of the concession contract, which is practically to govern and control our business relations with concessionaires, and the Committee on Concessions has been meeting nearly every day, and have been giving all of these matters very close attention.

In regard to restaurants, it has been thought advisable to contract for amusement concessions, as far as possible, before granting concessions for restaurants in other parts of the grounds, for a number of amusement concessions include restaurants, and it has therefore been thought advisable to know about how many restaurant seats will be included in those concessions before making other restaurant contracts.

The task intrusted to the Division of Concessions and Admissions, is that of arranging for privileges and concessions of every kind upon the exposition grounds as well as the adoption of rules and regulations that will safeguard the revenue from admissions, and the formulating of two complete systems widely differing one from the other, by which the percentage dues from concessionaires will be collected and turned into the exposition treasury, and the sale of tickets and money derived therefrom be accounted for.

Formal applications for concessions of every kind are received upon blanks prepared for that purpose, which are filed in the office of the Director of the Division. These applications are given consideration by the Director

and the Committee on Concessions, who must sift the wheat from the chaff, weigh each application by certain rules, and in all their deliberations keep in mind the fact that the dignity and scope of an international exposition must extend into and influence to a large extent even the amusement features.

More than four thousand applications have been received, filed and classified, and are receiving the attention of the Director and the Committee, who are holding an average of five meetings a week. The work of the Division is well in hand, as concessionaires have found that in order to push their claims they must appear before the Director and the Committee with the funds guaranteed necessary to build and install their concession. This plan being a new feature in exposition work, and one that the concessionaires did not like, resulted in some delay in granting some of the largest and finest concessions that will be on the grounds. Now that the rule has been understood, the Director and Committee are relieved of much of the annoying features that attended their work during the past year.

Within the coming month the Director of Concessions and Admissions will put in operation his system for admissions. Blanks have been prepared and regulations formed. Upon this subject of admissions the Director's Annual Report furnishes the following:

Several sample forms of tickets have been prepared and provision made for dividing the issue of tickets into groups, designated by a series number, the tickets in each series to be consecutively numbered from one up.

We shall use a series number and dating perforation in establishing the validity of a ticket on any particular day, and by guarded manipulation of their issue at any day or hour to the ticket sellers, we reduce to a minimum the possibility of counterfeiting.

For the pre-Exposition period we have had a number printed of the following forms of passes; a limited and an unlimited complimentary card, a complimentary trip ticket, a limited Press pass, a limited pass for Exposition employees and others employed on work connected with the Exposition, Exposition employees (workmen) weekly and monthly passes, workmen's weekly and monthly passes for laborers employed by other than the Exposition, and a workmen's trip pass.

With regard to the restrictions placed upon the issue of the above passes will say that we rely both on the investigation of the application and the opportunity of quick accounting made possible by our card system. In the issuance of Press passes we have devised a blank form of application which by reason of the detail necessary, brings the applicant into closer touch with the Department, and must diminish the abuse to a considerable extent, although it is in no way calculated to harass a worthy applicant. In restricting concessionaires we have devised a Card System with balance column showing number of passes in use at any time by any concessionaire.

In our treatment of application for and the issuance of workmen's passes and badges we have acted independently of precedent established by preceding Expositions. The badges are requested by the employer on an application to be approved by the Director of Works. Upon presentation of this application properly approved and accompanied by duplicate treasurer's receipt for deposit at the rate of one dollar per badge required, the same are issued to him. In his application he consents to an investigation of his time books at any time by an authorized representative of the Exposition. Having the badges he makes application for the passes required. Their number should never exceed the number of badges issued, and this in turn should never exceed the number of men actively employed as shown by his time books.

The monthly workmen's pass will be distinctive in color with the month stamped in faint type in back ground. The weekly workmen's pass will be stamped with the day of the year to which they are limited in faint large characters in back ground, and will be taken up and forfeited

when presented after that date. Should anyone attempt to enter the grounds after a certain hour (to be decided on), we would by telephone communication be in direct connection with the employer to whom same was issued.

Both pass and badge for a workman are necessary to gain admission, and badge number must correspond with number appearing on pass.

The mass of the outside work including the assignment of gate keepers, ticket sellers, sub-inspectors reading the registers from turnstiles and reports incidental to the outside detail, will be under the supervision of the Chief Inspector.

Regarding the sale of tickets, each day a requisition is to be sent to the official having charge of the ticket vault for the tickets to be used the day following. Information relative to the selection of series, etc., is to be confined to the Chief, his assistant, and the official in charge of the vault. On assigning ticket sellers to their stations, they receipt for the number of tickets furnished them. At the close of business they fill out a report showing amount of cash and balance in unused tickets.

The treasurer having signed for cash deposited, they report to the Department presenting treasurer's receipt, and turning over the balance in unused tickets. This being found correct they are relieved from further responsibility.

In systematizing the work seventy-eight different blanks have been prepared, not only for the care of each day's business but for the purpose of preparing the necessary reports and statistics of the details incident to each day's work. Many of these blanks are reproductions of those used in other Expositions, others are original. Among the latter is a Card Index System for the accounting of passes and badges. At any time the Department can by referring to the Stock Card tell the total issue to the entire Exposition of any form of pass, and by referring to the distribution cards know how many passes or badges of any form have been issued on any account. For the record of pass holders by individuals we use a special form. On receiving applications this file is first consulted. If the person already has a pass as this file will show, his application will not be honored. Should he receive a pass, a card will be inserted giving his name and full information. For quick reference to these names we use a card index, which from "a" to "z" contains six thousand sub-divisions. Complete in detail as this is, the delay in the disposal of business can be reduced to a minimum.

The President acknowledges the cordial co-operation of all of the divisions and departments of the Exposition in the advancement of the Exposition's interests through the columns of the press. The publicity obtained for the Exposition during the past twelve months has been not only world-wide in extent but of most effective character. The organization of Commissions in the various countries and in the states and territories of this country, the discussions of appropriations and exhibits in these countries and states have been subjects of publication and comment in the newspapers and in all classes of periodicals. The work of the Press and Publicity department of the Exposition has been to supplement and encourage the general publicity. The results, as shown by the clipping service, are of the most gratifying character.

From time to time the department has sent to the press of the United States and Canada a news service covering the development of the Exposition. This list was increased from 1,700 papers a year ago to 4,000 at the present time. The list covers all the daily papers of the United States and the leading weeklies.

Papers and magazines of large circulation have from time to time requested special articles for their use. These have in all cases been supplied, securing for the Exposition the attention of millions of readers. Requests were also made from the publishers of Almanacs, for statistical matter relating to the Exposition.

From time to time the department has issued news of the Exposition in Spanish, French and German. The Spanish matter going to the Central and South America countries and to Spain, the matter in French going to France, Belgium, Switzerland and various countries of the world where it was not expedient to issue matter in the native languages. The German matter has been sent to Germany and Austria and the German settlements. In this list the Department has 866 Spanish papers, 300 French papers and 650 German publications.

This department has been called upon to supply matter for stereoptican lectures, booklets, leaflets, etc., which has in all cases been supplied.

The clippings received from day to day indicate a very widespread interest in the coming World's Fair, and the amount of publicity runs into many hundreds of columns each month.

The Local Press Bureau performs the work of collecting the news of the Exposition from day to day, putting it into mimeograph form and distributing it to the publications and newspaper correspondents of St. Louis. A weekly review of Exposition happenings here and elsewhere is also issued. The daily reports are issued to directors and officials of the Exposition, and the weekly report goes to others as well as to members of World's Fair Commissions in other states and countries. To this bureau is also assigned the work of supplying matter to the World's Fair Bulletin.

The Publicity Bureau performs the work of publishing and distributing official World's Fair literature. Booklets, leaflets, maps, cards and other forms of advertising matter have been issued from time to time throughout the year according to the needs of the Exposition. Notable in this work has been the issue of one million maps of the Louisiana Purchase, with historical and Exposition matter for school use; one million cards containing brief stated facts about the Exposition and map of the United States showing the Louisiana Territory; 100,000 illustrated folders giving somewhat in detail a description of the Exposition, its purpose and scope. This bureau looks after the printing of all literature for the Exposition and has charge of the express and mail matter for the entire Exposition. Recent important work has been the supplying of Exposition cuts and text to railroads to be used in their folders. This bureau has carried on an extensive correspondence with national and other organizations throughout the year with the view of securing conventions to be held at the World's Fair in 1904. Correspondence has been had with 287 organizations which hold important conventions, with the following results to date: Ten con-

ventions will be held in St. Louis in 1903, with the probable addition of three more; forty-seven organizations have definitely decided upon St. Louis for 1904, and one hundred twenty-four have pledged to meet here if adequate accommodations can be secured; ninety-two organizations have not reported action; eleven only have decided to meet elsewhere.

An authorized representative of the Exposition presented in July, 1902, to the International Press Congress at Berne, Switzerland, an invitation to that important and influential organization of European journalists to hold its Ninth Congress in St. Louis, in September, 1903. The invitation was cordially accepted. Sufficient personal acceptances have been received and plans have progressed far enough to make certain that the coming Congress will be the largest and most notable held. More than twenty countries will be represented by 300 delegates, publishers, managing editors, directors and trained correspondents of the greatest journals of the leading cities. The presence of this large body of foreign journalists in an exposition city months in advance of the opening of the Exposition will insure far-reaching and helpful publicity which could not be obtained in any other way and along lines which no other World's Fair has secured.

One year ago the President submitted the report of the Treasurer showing that the Company had received from subscribers to the capital stock \$1,236,669.73.

The total receipts from subscriptions to the capital stock, of February 1, 1903, were \$2,811,185.74. In June, 1902, the Exposition Company received from the City the proceeds of the sale of \$5,000,000 in bonds.

The total receipts and disbursements by the latest report of the Treasurer were:

Total Receipts to February 1, 1903.....	\$7,811,185.74
Total Disbursements to February 1, 1903.....	3,704,978.96
Balance.....	\$4,106,206.78

The Auditing Department of the Company was established June 1st, 1902. A system of accounting, including the books, vouchers, pay-rolls, warrants and blanks adapted to the business of the Louisiana Purchase Exposition Company was devised and put in operation. It is believed that the stockholders of the Exposition will be interested in an explanation of this system as made by the Auditor in his annual report from which the following is taken:

The books kept in the Auditor's office, are the General Journal and Ledger, Disbursement Journal and Ledger, Record of Vouchers, Property Record and Record of Officers' and Employees' Salaries. To those will be added, when circumstances require, a Journal and Ledger of Concessions and Admissions' Receipts. To avoid rejournalizing the journals are ruled and the entries made there in such manner that the posting may be made direct to the different ledgers.

All monies due the Company are paid into the Treasury, the Treasurer giving duplicate receipts therefor, one of which is retained by the person paying the money, the other is filed with the Auditor upon which the Treasurer is charged and the appropriate account, either individual or representatives, is credited, except payments on subscriptions to the capital stock of the Company, in which case the Treasurer's receipt for the total amount received each day on the several calls is filed in the Auditor's office. In collecting monies due the Company it will be the general rule that the persons owing the money must pay the same to the Treasurer or other representative of the Company authorized to receive the same, and not to the representative of the divisions or department from which the bills emanate, and such divisions or departments will be required to furnish the Auditor, at the time of rendering the bills, a statement of the amounts due and from whom. In case others than the Treasurer are designated to receive money such representative is charged with the amount received and is credited with the amount paid into the Treasury as is evidenced by the Treasurer's receipt.

All disbursements out of the Treasury are made upon the Auditor's warrants drawn upon the Treasurer. These warrants are based on vouchers certified by the Directors of Divisions, Chiefs of Departments or other authorized officers having knowledge of the correctness of the claims and demands against the Company. When the Auditor's warrants are paid by the Treasurer they are returned each day to the Auditor with a statement showing the account against which charged, its number, in whose favor issued and amount. The Auditor receipts to the Treasurer for the amount of warrants returned and the receipt forms the basis of the credit entry to the Treasurer's account. The paid warrants are filed with the voucher in payment of which it was issued. Under this system settlement is made with the Treasurer each day and the periodic reconciliation of the Treasurer's and Auditor's accounts are unnecessary. Vouchers when properly certified are entered in the Voucher Record against the account chargeable with the expenditures as classified in the Disbursement Ledger, the entry showing the date of the entry, the number of the voucher, name of claimant, nature of expenditure and amount of claim or demand. The total amounts of vouchers allowed each day against the several accounts are abstracted and entered on the Disbursement Journal and posted to the General and Disbursement Ledgers.

The Disbursement accounts in the General Ledger are classified as follows: Grounds and Buildings—Division—Division of Works,—Grounds and Buildings—Construction, Division of Exhibits, Division of Exploitation, Division of Concessions and Admissions, Executive and Administrative Departments, Property Accounts and Miscellaneous Accounts which cannot be properly classed otherwise. To these will be added after the opening of the Exposition the operating expense accounts of the several divisions. In the Disbursement Ledger the general accounts are subdivided so as to show separately the expenditures of each department and office, the cost of each building or class of work, etc.

Record of the movable property of the Company is kept in the Property Record. Each piece of property is numbered with a stencil or card, and where this is impracticable the article is marked with a die. Of course, no record other than that of purchase is kept of supplies which are consumed in carrying on the affairs of the Company. The Property Record shows the number with which the article is marked, the kind of article, the department or office for which purchased and the cost. It will also show in reverse the articles in custody or control of each department, the number of each kind and cost, and its disposition or transfer between departments.

So far as practicable all supplies, furniture, horses, tools, etc., and printing, required by the various departments and offices are obtained

through the Supply Department upon requisition in duplicate, signed by the Chief of the Department or the officer making the same, and approved by the President or his authorized representative. Purchases are made, so far as practicable, by written proposals, the successful bidder receiving an order for the articles requested. When the supplies are furnished they are accompanied by an invoice which is indorsed, "Goods Received" by the officer drawing the requisition and returned to the Committee on Supplies. The Secretary of the Committee sends the duplicate requisition and original invoice to the Auditor to be vouchered. When the voucher is properly certified by the Chairman of Committee on Supplies and Chief of the Department receiving the supplies, and properly approved it is returned to the Auditor for allowances and issue of his warrant for the payment of the claim. The original requisition, bids, duplicate order and duplicate invoice are numbered, recorded and filed in the office of the Committee on Supplies in such manner as to be easily traced. The books kept in the office of the Committee on Supplies are Daily Register of Requisitions, Record of Requisitions classified as to the Division Department or Office from which received and the Register of Vouchers Issued. The books are ruled and kept so as to show all essential details in purchasing supplies from the time of receiving the requisition to the vouchering of the invoice.

Salaries of Directors, Chiefs of Departments and Executive and Administrative Officers are paid by Auditor's warrants. Salaries of other officers, clerks and employees are paid on pay-rolls. The pay-roll is allowed in like manner as a voucher and a warrant on the Treasurer issued for the same. A certified copy of the pay-roll together with the warrant are turned over to the Local Treasurer, who pays the persons named taking their receipt for the amount disbursed. He is charged with the amount of each pay-roll. When the pay-rolls have been in his hands a reasonable time they are returned to the Auditor together with the Treasurer's receipt for all unclaimed amounts. These unclaimed amounts are credited to Pay-roll Accounts—Special Fund which account is drawn against when claims are made upon proper proof for the unpaid amounts. Record is kept of the unclaimed salaries or wages, on which is shown the date and number of the pay-roll, the account chargeable, name of claimant and amount remaining unclaimed.

Attached is a statement from the Auditor showing the total expenditures through Auditor's warrants to February 1, 1903; total expenses and obligations by contracts incurred February 1, 1903; and the total appropriations made by the Board of Directors:

	WARRANTS ISSUED TO FEBY. 1, 1903.	TOTAL EXPENSES AND LIABILITIES INCURRED TO FEBY. 1, 1903.	TOTAL APPROPRIATIONS BY BOARD OF DIRECTORS, MCH. 1, 1903.
Washington University Grounds and Buildings..	\$ 358,300 21	\$ 750,000 00	\$ 750,000 00
Grounds and Buildings Division.....	2,623,549 65	7,475,374 74	10,000,000 00
Exhibits Division.....	183,603 52	183,603 52	400,000 00
Foreign Exploitation Department.....	153,772 15	153,772 15	250,000 00
Domestic Exploitation Department.....	60,136 26	60,136 26	100,000 00
Press and Publicity Department.....	116,990 35	119,442 25	150,000 00
Executive and Administrative Departments.....	91,411 34	91,411 34	125,000 00
Concessions and Admissions Division.....	10,118 89	10,118 89	25,000 00
Property Account.....	33,533 03	33,533 03	40,000 00
Ground Rent.....	51,143 76	247,343 76	242,500 00
Money Advanced.....	31,123 48	31,123 48	None
Transportation Departments .....	1,775 20	1,775 20	None
Legal Department.....	35,364 07	35,364 07	50,000 00
Supply Department.....	6,562 91	6,562 91	15,000 00
Fire Department.....	9,630 26	9,630 26	.....
Promotion.....	1,537 25	1,537 25	.....
Insurance, Fire.....	38,078 73	38,078 73	50,000 00
Insurance, Accident.....	15,012 93	15,012 93	25,000 00
Ways and Means Committee.....	5 50	5 50	.....
Sanitation Committee.....	8 34	8 34	.....
Finance Committee.....	5 50	5 50	.....
Premium Paid on Bonds .....	180 00	180 00	.....
Secretary and Advertising.....	2,352 00	2,352 00	.....
Souvenir Coin Expense.....	443 02	443 02	.....
Board of Lady Managers.....	4,468 31	4,468 31	15,000 00
Refrigeration Plant .....	1,514 65	1,514 65	.....
Good Roads Convention.....	7 86	7 86	-2,500 00
Dedication Ceremonies.....	None	None	100,000 00
International Congresses.....	748 14	748 14	200,000 00
Contingencies.....			25,000 00
General Expense.....	24,546 91	24,546 91	.....
	\$3,855,924 22	\$9,298,101 00	\$12,565,000 00

#### RECAPITULATION OF AUDITOR'S STATEMENT.

Total amount appropriated by Board Directors..... \$12,565,000.00  
 Total amount of Expense and Liabilities, incurred to February 1st, 1903..... 9,298,101.00

As follows:

Warrants issued, to February 1st, 1903.....	\$3,855,924.22
Accounts unpaid, " " " " .....	54,497.45
Balance due on contracts or orders.....	5,387,679.33
	\$9,298,101.00

During the year a Medical Department has been organized; a temporary Emergency Hospital has been established on the grounds; a building, formerly known as the Athletic Club House having been arranged for the care of the sick and injured. The Emergency Hospital was formerly opened July 1, 1902. From that date to February 1, there have been treated on the grounds 660 cases, as shown by the report of the director. Of these 290 were medical, and 370 surgical. Deaths from violence have been as follows:

Alfred Wiles, Aug. 20, occupation rigger, employed by Goldie Construction Co., had fracture of skull. Died at Protestant Hospital same day.

Calvin Brookshire, Oct. 8th, occupation rigger, employed by Roundtree Construction Co., internal injuries. Died at Protestant Hospital same day.

Chas. McComb, Dec. 8th, employed by Alexander White, had internal injuries. Died at Emergency Hospital same day.

John Orendorf, Jan. 30, 1903, occupation carpenter, employed by Smith & Eastman, fracture of the base of skull. Died instantly.

The Jefferson Guard was organized June 1, 1902, by an officer of the United States Army, detailed for that purpose by the Secretary of War. The commandant in his annual report says:

The first members of the guard, six men, were enrolled June 1, 1902, for the purpose of guarding the Washington University Buildings. As work progressed, and the need increased for guard on the Exposition grounds, the guard has been increased, from time to time, until it numbers one sergeant and 46 men, who are distributed as follows:

In Press Building.—19 men, who guard the Education, Liberal Arts, Mining, Manufacturers, and Machinery and Press buildings.

In Emergency Hospital.—1 sergeant and 15 men, who guard the Varied Industries, Electricity and Fine Arts buildings.

In Cupples Hall No. 2.—12 men, who guard Washington University buildings, and furnish men for duty as guides, and for other special service. The sergeant has immediate charge of all men on the grounds.

The men have been carefully selected, and their service has been satisfactory. They are not enrolled for any specific period, since it would be impossible to hold them to it. The right to discharge any of them at any time, without notice, is reserved.

A uniform of khaki, consisting of blouse, trousers and cap, has been adopted, also an overcoat of blue cloth. The cost of the khaki uniform complete, two suits and one cap, is about eight dollars. The cost of overcoat is \$15.75. No uniform for the exposition period, when a more ornamental one will be desired, has yet been adopted.

The salary paid is, for sergeant, sixty dollars per month; for privates, fifty dollars per month. A stoppage of five dollars per month is made to cover cost of uniform. If a man remains six months in the service, the money so stopped is credited back to him, and becomes available for the purchase of a new uniform, when required. Should he leave the guard in less than six months, his uniform is turned in, and as much of the stopped money returned to him as the clothing is estimated to be worth. Beds and bedding are furnished by the Company. The men board themselves, obtaining their meals wherever they choose. All supplies, including uniforms, are furnished on requisition, by the Supply Department.

In the report made to stockholders one year ago, the progress of the first twelve months was described as "rapid and without precedent in the history of international expositions." That progress has been maintained. It justifies the absolute assurance that the Louisiana Purchase Exposition, greatest of World's Fairs, will open in a state of complete readiness in the spring of 1904.

DAVID R. FRANCIS.

President.

St. Louis, March 3, 1903.

## EXECUTIVE DIVISIONS.

### DIVISION OF EXHIBITS.

Director, Frederick J. V. Skiff..

Chief of Education.....	Howard J. Rogers.
Chief of Art.....	Halsey C. Ives.
Chief of Liberal Arts.....	John A. Ockerson.
Chief of Manufactures.....	Milan H. Hulbert.
Chief of Machinery.....	Thomas M. Moore.
Consulting Engineer.....	David P. Jones.
Chief of Electricity.....	W. E. Goldsborough.
Chief of Transportation.....	W. A. Smith.
Chief of Agriculture.....	Frederic W. Taylor.
Chief of Horticulture.....	Frederic W. Taylor.
Acting Chief of Forestry.....	Tarleton H. Bean.
Chief of Mines and Metallurgy.....	J. A. Holmes.
Chief of Fish and Game.....	Tarleton H. Bean.
Chief of Anthropology.....	To be filled.
Chief of Social Economy.....	Howard J. Rogers.
Chief of Physical Culture.....	To be filled.
Chief of Live Stock.....	F. D. Coburn.
Director of Congresses.....	Howard J. Rogers.
Chief of Bureau of Music.....	George D. Markham.

### DIVISION OF EXPLOITATION.

Director,

#### FOREIGN.

Chairman .....	Adolphus Busch.
Secretary .....	Russell C. Stanhope.
Commissioner to Europe.....	Thomas W. Crid'er.
Commissioner to Italy.....	Vittorio Zeggio.
Commissioner-General to Oriental Countries.....	John Barrett.
Commissioner to the Argentine Republic, Chili, Uruguay, Paraguay, Bolivia.....	Jose de Olivares.
Commissioner to Brazil.....	John Taylor Lewis.
Commissioner to Peru, Ecuador, Columbia, Vene- zuela .....	Ernest H. Wands.
Commissioner to Cuba.....	Charles M. Pepper.
Commissioner to Guatemala, Honduras, Nicaragua, Salvador, Costa Rica, Haiti, San Domingo, Jamaica, Bahamas, Bermudas.....	John Rice Chandler.
Resident Representative in London.....	George F. Parker.
Resident Representative in Paris.....	Palmer L. Bowen.
Resident Representative in Berlin.....	Joseph Brucker.
Foreign Press Commissioner.....	Walter Williams.
Commissioner to South Africa.....	C. A. Green.
Commissioner to Trinidad, Windward Islands....	G. W. Fishback.

## DOMESTIC.

Chairman, Legislation.....	D. M. Houser.
Chairman, States and Territories.....	C. H. Huttig.
Secretary .....	Charles M. Reeves.

## PRESS AND PUBLICITY.

Acting Chief, W. B. Stevens.

General Press.....	Mark Bennett.
Local Press.....	W. A. Kelsoe.
Publicity .....	R. H. Sexton.
Secretary .....	Edward Hooker.

## CEREMONIES.

Secretary .....	E. C. Culp.
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## RECEPTION AND ENTERTAINMENT.

Secretary .....	Ricardo Diaz Albertini.
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## DIVISION OF WORKS.

Director, Isaac S. Taylor.

## COMMISSION OF ARCHITECTS.

Isaac S. Taylor, Chairman.

Frederick Widmann.....	Widmann, Walsh & Boisselier.
Robert N. Walsh.....	
C. D. Boisselier.....	
Howard Walker.....	Walker & Kimball.
Thomas R. Kimball.....	
Henry Van Brunt.....	Van Brunt & Howe.
Frank M. Howe.....	
William S. Eames.....	Eames & Young.
Thomas C. Young.....	
John M. Carrere.....	Carrere & Hastings.
Thomas Hastings.....	
George D. Barnett.....	Barnett, Haynes & Barnett.
John F. Haynes.....	
Thomas P. Barnett.....	
Theodore C. Link.....	
Cass Gilbert.....	
Chief of Design.....	E. L. Masqueray.
Chief Draughtsman.....	W. H. H. Weatherwax.
Chief Building Engineer.....	Philip J. Markmann.
Chief Electrical and Mechanical Engineer.....	Henry Rustin.
Chief Landscape Architect.....	George E. Kessler.
Chief Civil Engineer .....	R. H. Phillips.

**ADVISORY COMMITTEE OF SCULPTORS.**

J. Q. A. Ward.

Augustus St. Gaudens,

Daniel C. French.

Chief of Sculpture.....Karl T. F. Bitter

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**DIVISION OF CONCESSIONS AND ADMISSIONS.**

Director, Norris B. Gregg.

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**AUDITING DEPARTMENT.**

Auditor, Fred Gabel.

Assistant Auditor, John W. Dunn.

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**TREASURY DEPARTMENT.**

Local Treasurer, Perry Bartholow.

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**TRANSPORTATION DEPARTMENT.**

Director of Transportation, George W. Ristine.

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**MEDICAL DEPARTMENT.**

Medical Director, Leonidas H. Laidley.

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**JEFFERSON GUARD.**

Commandant, Lieut.-Col. Edward A. Godwin.  
7th U. S. Cavalry.



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